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MEMORANDUM FOR: Executive Advisory Group Members

SUBJECT : ADP Issues

1. At the conclusion of our recent sessions on the management of CIA's ADP resources, I promised to set down the issues that I believe we should address in the near future. I feel it is essential that we take positive steps during the coming year to improve central management of our total ADP program. We were called to task on this by the CFI and OMB during the recent budget review and suffered cuts which were intended to stimulate improvement on our part.

2. I see four fundamental issues:

First, how can we monitor current month-by-month use of the central services provided by the Office of Data Processing (ODP) in such a way as to ensure visibility to top management of the many demands being levied on ODP by Agency components and permit Agency-level decisions to be made on priorities when contentions for limited ODP resources arise? The proposed ADP Resource Allocation System, which the Director of ODP summarized for us the other day, represents one way we might accomplish this. What other options are there? I want the Office of the Comptroller and ODP to outline the options available to us so that we may decide among them at an EAG meeting in January.

Second, what can be done to improve top management's ability to plan for future ADP resource requirements so that we may assure ourselves that the large ADP budget increases we are experiencing are in the overall interests of the Agency? How can the key ADP investment issues we face be brought forward for top management review so that we may establish guidance for the budget planning process? I would like the Comptroller to review existing ADP program planning procedures and suggest changes which would improve our ability to focus on major ADP investment issues—including those which do not fall under ODP's jurisdiction, as well as those which do. This should be done for the same January EAG meeting.

Third, what balance should we be striving to achieve between centralized and decentralized computer facilities? I understand that there are many complex balances involved, including dedicated vs. general-purpose computer systems, minicomputers vs. massive machines, distributed vs. central processing, and decentralized vs. centralized systems development. I would like ODP, working with NPIC, ORD, OCR, ISS, and possibly other components, to study this issue and make recommendations to the EAG in April.

Fourth, in view of ADP trends linking computers to the communications, micrographics, and publishing fields, would any advantages be gained by consolidating ODP, the Office of Communications, and the Printing and Photography Division of the Office of Logistics? I would like the DDA to undertake a preliminary review in this area for EAG discussion in April.

3. I am well aware that these are extraordinarily complicated issues containing many points of contention. I am sure that Mr. Blake and Mr. Taylor would welcome any comments other EAG members may have at this time.

/s/

E. H. Knoche
Deputy Director of Central Intelligence

cc: D/ODP